

Kansas Department of Human Resources

# Directive

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**Directive Number:** 300-15-04

**Date:** March 1, 2004

**To:** All Kansas Department of Human Resources Employees

**From:** Jim Garner  
Secretary of Human Resources

**Subject:** Performance Review System

1. Purpose. To update written Policy and Procedures.
2. References. K.A.R. 1-7-3, 4, 6 and 1-7-10 through 1-7-12.
3. Policy. All regular full-time and part-time employees shall receive a performance review at the end of a probationary period and at least annually thereafter. It is highly recommended that unclassified employees also receive performance reviews.
  - a. Five different review ratings may be given to employees. However, when entered into the SHaRP personnel system, **Commendable**, **Proficient** and **Needs Improvement** will all have an official rating of **Satisfactory**. The review ratings are defined as follows:
    1. Exceptional. Always demonstrates commitment to excellence and exceeds performance levels.
    2. Commendable. Regularly meets and often exceeds expected performance levels to ensure successful work completion.
    3. Proficient. Work is thorough and complete.
    4. Needs Improvement. Inconsistently meets expected performance levels and requires improvement in some areas.
    5. Unacceptable. Rarely meets expected performance levels. Continued employment is in jeopardy.
  - b. A performance review should also be given when an employee transfers from a position or duty, when there is a supervisory change, or for other reasons deemed necessary.
  - c. Every employee is entitled to know specifically what performance is required to achieve a proficient or higher than proficient review. This discussion should occur at the beginning of the review period.

4. Procedure.

a. Beginning of the Review Period

1. The supervisor should meet with the employee at the beginning of the review period to discuss the review categories and determine any special duties, projects or performance issues that will be applicable during the review period. These should be documented on the review form or on an attached sheet.
2. Special duties, projects or performance issues should be measurable.

b. During the Review Period

1. Regular feedback sessions should be held with the employee during the review period. The sessions should be documented by: 1) making a copy of the review form, noting comments on the form, and marking it as a feedback form; or, 2) writing a narrative outlining the topics discussed. Both the supervisor and the employee should initial and date the feedback form or narrative used.
2. Quarterly feedback sessions are recommended.
3. Special duties, projects or performance issues may be adjusted, removed or added during the review period.

c. At the end of the review period.

1. A rating that corresponds with the supervisor's assessment of the employee's performance in **each area** should be entered in the space provided. Each special duty, project or performance issue should also have a rating assigned. An overall rating should be determined for the employee that considers the criticality of individual categories, duties, projects or performance issues. This overall rating will probably not be a simple average of all individual section ratings. All ratings of exceptional or unacceptable must have written justification and/or documentation included as part of the review.
2. The supervisor should meet with his/her supervisor to discuss the review prior to meeting with the employee.
3. Meet with the employee and discuss the review and the reasons for the rating. Ask the employee to sign the review with the employee and supervisor each retaining a signed copy of the review. Remind the employee that a signature does not indicate agreement with the contents of the review; it only indicates the employee's awareness of the information contained. Eligible employees have appeal rights in accordance with personnel regulations.
4. The original review form, any attachments and a current position description should be forwarded to the Personnel office. If the review is for a probationary employee, it must be forwarded prior to the end of the probationary period.

d. Personnel office responsibility.

1. Personnel staff will notify Division Directors of the employees whose performance reviews are due on a monthly basis. Directors should then notify the appropriate supervisor.
2. Upon receipt of a completed review form, any attachments and a current position description, Personnel staff will enter the review rating into the computer system and place the document(s) in the employee's official personnel file.

5. Inquiries. Janet Palmer Personnel Office 785-296-2667

Rescissions: 300-26-99

Expiration Date: Continuous